



CITY COUNCIL AGENDA
SPECIAL CITY COUNCIL MEETING OF: AUGUST 19, 2001

- CALL TO ORDER
- ANNOUNCEMENT RE: COMPLIANCE WITH OPEN MEETING LAW
- PLEDGE OF ALLEGIANCE

MINUTES:

PRESENT: MAYOR GOODMAN and COUNCIL MEMBERS, REESE, M. McDONALD, BROWN, L.B. McDONALD, WEEKLY and MACK (Arrived at 10:20 a.m.)

Also Present: CITY MANAGER VIRGINIA VALENTINE, DEPUTY CITY MANAGER STEVE HOUCHENS, DEPUTY CITY MANAGER DOUG SELBY, ASSISTANT CITY MANAGER BETSY FRETWELL, CITY ATTORNEY BRAD JERBIC and CITY CLERK BARBARA JO RONEMUS

Mayor Goodman called the meeting to order at 10:02 a.m. in the Northshore meeting Room of the CASABLANCA HOTEL & RESORT, 950 W. MESQUITE BLVD., MESQUITE, NEVADA

ANNOUNCEMENT MADE - Meeting noticed and posted at the following locations:

Downtown Transportation Center, City Clerk's Board
Clark County Government Center, 500 S. Grand Central Parkway
Court Clerk's Office Bulletin Board, City Hall Plaza
City Hall Plaza, Special Outside Posting Bulletin Board
Mesquite City Hall, 10 E. Mesquite Blvd., Mesquite, Nevada
Casablanca Hotel & Resort, 950 W. Mesquite Blvd., Mesquite, Nevada

(10:02)

1-2

MAYOR GOODMAN called the meeting to order in the Northshore Meeting Room of the Casablanca Hotel & Resort, 950 West Mesquite Boulevard, Mesquite, Nevada, and led the audience in the Pledge.

(10:03)

1-4

AGENDA SUMMARY PAGE
CITY COUNCIL MEETING OF: AUGUST 19, 2001

DEPARTMENT: CITY MANAGER**DIRECTOR: VIRGINIA VALENTINE**☐**CONSENT**☒**DISCUSSION****SUBJECT:**

ADMINISTRATIVE:

Discussion, direction and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

Fiscal Impact☒**No Impact****Amount:**☐**Budget Funds Available****Dept./Division:**☐**Augmentation Required****Funding Source:****PURPOSE/BACKGROUND:**

The City Council may discuss and formulate any or all of the following strategic planning components including the vision, mission, priorities, and/or goals for the City of Las Vegas. The City Council may take action through one or more votes to instruct staff and to set the Strategic Plan. The final version of the Strategic Plan developed as a result of this meeting will be finalized by the City Council at a future regular meeting of the City Council.

RECOMMENDATION:

Approve a new vision statement and priority areas for the City's updated Strategic Plan and direct staff to report back progress on the finalization of the Strategic Plan within sixty (60) days.

BACKUP DOCUMENTATION:

Strategic Plan

MINUTES:

CITY MANAGER VALENTINE introduced CRAIG HOLT, Senior Manager, Office of Governmental Services, Arthur Andersen, Inc., and gave an overview of what would be occurring during the meeting. CITY MANAGER VALENTINE also announced that the remaining seven business plan presentations by city departments would be the first item before the Council, after MR. HOLT made a short presentation.

MR. HOLT provided the Council with some preliminary information concerning the process that would be covered during the estimated two-day session. The process consists of four phases over the next four months.

10:10

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CITY CLERK RONEMUS gave an overview of the City Clerk's office functions, goals and strategic plan objectives. She outlined issues involving all three divisions of the Clerk's office, Administrative, Elections and Records. MAYOR GOODMAN was concerned about services offered to the Hispanic community. CLERK RONEMUS clarified of the Mayor that that has not been explored at this time. He questioned whether the cost had been explored, because there will a large percentage of folks that would be in need of this type of service. CITY MANAGER VALENTINE clarified that it does not affect just the Clerk's office, but also Planning, Public Information Office and a variety of other departments. The cost is very expensive, but the City is trying to provide some more important information at least in Spanish as well as English. One of the problems would be other languages that the community would request. Some notifications are provided in Spanish and we have begun programming on KCLV in Spanish.

COUNCILMAN MACK questioned whether during the election process the materials are bilingual. CLERK RONEMUS explained that the Clark County Election Department does provide some materials in Spanish, but the City has not up to this point in time.

COUNCILMAN MACK also requested that backup documentation from the Planning Commission be provided for the same items as they appear before the City Council.

10:24

(1-755)

CITY MANAGER VALENTINE introduced FIRE CHIEF WASHINGTON to do the presentation for the Department of Fire Services. CHIEF WASHINGTON summarized the mission statement and business plan for his Department, which represents more than 560 members within the Department.

Fire & Rescue Services provide core services include operations, combat operations, medical services, health and wellness, EMS quality improvement, special operations, safety, critical incidents/stress debriefing, fire prevention, inspections and code review, public education, fire protection engineering, bomb squad for the entire Clark County area and fire investigations. Support services include 911 dispatch, communications, logistics, geographical information services, information technology, emergency management and administrative services.

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Goals and strategies have been developed for the construction and staffing of Fire Station #10 at Martin Luther King and Charleston early next year. Construction and staffing of other fire stations with ambulance bays is projected for Fire Station #43 at Torrey Pines and Smoke Ranch, Fire Station #44 at Washington and Buffalo, Fire Station #45 at Gilmore and Fort Apache, and additional ambulance bays at Fire Station #2 at Durango and Charleston, Fire Station #7 at Baneberry Crossway and Town Center Drive in Summerlin and Fire Station #9 at Rainbow and Lone Mountain to be completed by August 2002. Implementation of the Metropolitan Medical Response System pursuant to contract in order to get ready in case of major catastrophic event in the community.

An additional goal includes expansion of fire and EMS transport by 15% pursuant to the City's Strategic Plan. Lastly, the Department is aggressively seeking the purchase of a safety pad EMS electronic data collection and information management system for emergency response personnel to provide an opportunity to collect data without writing out reports by hand. These reports could be more quickly provided to hospitals or the public.

COUNCILMAN MACK questioned the status of acquiring more revenue via emergency transports and the City's role regarding bomb squad services. COUNCILWOMAN McDONALD asked the status of collection regarding the transports. CHIEF WASHINGTON answered that there has been a 9 to 10% increase to date and collections are at 60 to 70%. The collection agency to be hired will increase that percentage. As to the bomb squad, the City provides the only such services. Although none of the other Valley entities share the expense for the service, the City is looking to pursue cost sharing in the future.

COUNCILMAN REESE discussed with CHIEF WASHINGTON that in the event of a fire situated within one mile of the shared boundary, the City and County both respond under a mutual aid agreement and that there is no cost sharing in that event. COUNCILWOMAN McDONALD pointed out that police services such as search and rescue are provided by Metro without any cost sharing by Henderson or Boulder City. This raises the philosophical question as to why Henderson or Boulder City residents get to vote for the Sheriff when they do not contribute financially to Metro operations. MAYOR GOODMAN supported her suggestion that a legislative change be considered in that regard. CITY MANAGER VALENTINE advised that it was considered during the deconsolidation issue. At that time, there was no appetite to separate the issues. The Sheriff does perform some County-wide functions. It might be appropriate to discuss addressing the matter during the next legislative agenda planning session.

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COUNCILMAN MACK made a side note congratulating the Chief and staff on their response to a large fire on Flamingo in the County. This demonstrated cooperation between the entities. MAYOR GOODMAN requested an analysis of services and cost sharing.

10:34

(1-1015)

CITY MANAGER VALENTINE called for a presentation by JOSEPH MARCELLA, Director of Information Technologies. MR. MARCELLA outlined his Department's mission statement, which is basically to provide appropriate services and solutions whenever and wherever needed.

Information Technologies' (IT) core services represent 75 to 80% and external services represent the balance. The organization has changed and been specifically aligned to meet the objectives of the City. The unconventional yet effective configuration provides for computer support and virus protection throughout the City. The City of Las Vegas is among the few to move into geographical information services under IT. All the services of the City are ultimately based on dirt, which is assigned a parcel number. The last service is the project office where communication exists with the users.

The organization has undergone adjustment, training, reorganization and reallocation. It still needs to reach out to the public and provide a positive experience for the public, making it easier to deal with, offer more options and save the City money through new processes. The new website is due to release in September and will better serve those out-of-state, residents and kids. The phone system has been integrated to support these services and even includes a Spanish component. Steps have been taken to assist in creating one-stop-shopping. This allows citizens to meet their needs on-line rather than in-line.

A difficult concept and very atypical is enterprise approach to government, but the City is a recognized leader in this area and visited frequently by other entities wishing to emulate it. The City-wide approach has been driven by Council direction, growth, attention to customer service, coordinated teamwork of senior management along with every Department director and their staff. The efficiency is measurable with an average City cost of \$16 annually per capita versus a \$22 national average. MR. MARCELLA pointed to a colored PowerPoint presentation to visually demonstrate the City's services, contingency and infrastructure connectivity related to those services and security for the services. The center of those services is the City itself.

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Lastly, the City does not need to do everything itself. There are other service providers who can be leveraged. New services are evaluated along with all existing services which are reevaluated during the budget cycle.

COUNCILMAN MACK pointed out that the City is looking at expanding the video streaming beyond internal users to external users throughout the City. MR. MARCELLA explained that Channel 2 would be channeled through the internet for those who do not have access to cable television. The other example given for the value of video streaming is that educational information such as Fire protection videos or Africanized bees video would be available via internet. That is being piloted right now.

COUNCILMAN MACK commended MR. MARCELLA for the City being chosen as a Microsoft partner. MR. MARCELLA added that the City is also an Oracle showcase. That means that other governments come to see the unique and different things that the City is leading the way on.

10:42
(1-1386)

CITY MANAGER VALENTINE introduced Director DR. BARBARA JACKSON on behalf of the Leisure Services. DR. JACKSON stated that her Department's mission is to provide exceptional recreational and cultural experiences to all Las Vegas residents, regardless of age or abilities.

The City provides 3,000 classes, events, activities and programs per quarter each year. Core services include programming, social services, educational and operational components. Programming for youth, adult and senior aspects is expected to expand given two new facilities pursuant to Council direction. Organize sports and coordination represents staff working with the City's ball fields, activity fields and sports fields throughout the City in conjunction with all the leagues who used them. Off-site programming represents efforts away from City owned facilities such as schools and other venues throughout the City. Special events are those sponsored by the City, are co-sponsored with others or those hosted at City facilities. Programming additionally includes therapeutic recreation, performing and visual arts and fitness efforts. Focus is placed on youth and seniors as the most vulnerable groups. Social services include senior assistance via a liaison staff member and the Senior Law Project. Respite assistance is available for the care for children, the disabled or senior dependants. This service in provide a respite assists the caregivers and those dependents. She summarized various other entities with whom the City coordinates with.

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Educational efforts include English as a second language, tutorial efforts through Safekey, adult learning through community schools and other facilities throughout the City and literacy and inclusion efforts particularly include mentally and physically challenged individuals. Lastly, operations services involve day-to-day business operations and liaison efforts. Marketing efforts are specifically targeted.

Five goals have been established involving a community needs assessment which is currently underway, automate portions of the Department to enhance customer services with the assistance of Information Technologies, providing expanded recreational programs for the challenged and senior residents given burgeoning populations of both, greater sensitivity and outreach to the growing Spanish-speaking population within the community and continue to work internally to ensure greater communication, evaluation of annual fees and efficiency.

MR. HOLT recommended a holistically approach for the language situation within the City.

10:52

(1-1769)

CITY MANAGER VALENTINE presented KEITH GRONQUIST, Administrator for Municipal Court. MR. GRONQUIST stated that the mission statement for Municipal Court is all about fair and efficient services for the many thousands who utilize the courts each year.

Four core services include several direct services under each. Alternative Sentencing and Education Division provides high-quality behavior modification programs as well as pre-sentencing drug and alcohol evaluations. This last year the community-service work program clients contributed 77,000 hours of labor to the City and other community agencies. A total of 20,000 individuals completed alternative sentencing programs offered last year. Even though the Court provides a different type of services, customers expect no less courteous and efficient service.

Many of the Court's 150,000 counter and 165,000 phone customers last year utilized customer assistance. Staff processed approximately 39,000 pieces of mail each year, 13,000 records research and file 189,000 citations and criminal case files.

Courtroom Support Division handles everything connected with an individual's case. This represents another very high volume work center who handled 177,000 cases last year. Lastly, Security and Enforcement Division includes the Pre-Trial Services Unit, the only 24-hour work center within the Court, who process jailed individuals.

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On average the Court issues 100,000 warrants for approximately 58,000 individuals. Fines Enforcement or Collections attempts to reason with those who owe money. This unit was responsible for collecting almost \$2.1 million last year. The Marshals are very good about locating people and getting those who will not come in voluntarily. Many cases are turned over to a collection agency with a global reach and last year the agency recovered approximately \$1 million. House arrest customers are closely monitored by officers and electronic monitoring systems. An average of 100 people are sentenced to house arrest, freeing up 100 jail beds.

The Court is very progressive and has established goals involving process improvements, customer service or fiscal responsibility. Automation within the mail room would more efficiently process fine payments and provide greater accountability. Automation would also help make collections more efficient and free staff to pursue additional collections with a projected benefit of \$300,000 annually. A regional goal has been established for a common case management system which would also provide greater public access by the legal community.

Greater access is being offered through extended hours and on-line traffic school. The Domestic Violence Conference was very successful last month and is anticipated to be a recurring event. In keeping with fiscal responsibility, the Court wants to collect everything possible and spend wisely. In order to do so, there has been discussion regarding putting the legal defense for indigents out for bid. Research is being done on a cost effective alternative for private collection. The State has just entered into a contract with an agency for a considerably reduced rate. Depending on the performance of the two agencies in a head-to-head competition, the City could see a savings of up to \$100,000 annually. To date, no criminal cases have been assigned to collection. It is anticipated that collections can be increased by \$200,000 by selectively assigning criminal cases to collection.

COUNCILWOMAN McDONALD raised the philosophical issues of whether the Court is a Department or an independent entity occupying City space. She expressed concern with significant operational changes or hiring of staff without City input. This puts the Council in a difficult position when the ratification of a hiring appears on the agenda. MAYOR GOODMAN commented on a briefing with the Judges and City Manager staff regarding a four-day work week for the courts. He could not support the proposal at that time and there were discussions that the Court should be disbanded and reformed independently.

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CITY ATTORNEY JERBIC outlined a situation in North Las Vegas where it was determined that the Judges had the authority to fire the court administrator. Based on that opinion, he extrapolated that the Las Vegas judges would have sufficient autonomy to hire their manager subject to Council ratification. There does exist a gray area which should be clarified as to the degree of autonomy. MAYOR GOODMAN stressed that the Council believes the Court does a great job and does not want to lose its unique quality by merging with the Justice Court.

COUNCILWOMAN McDONALD outlined the creation of the Office of Parking Citations in the early 90's in order to free the courts to address higher priorities and meet a Council goal for greater fiscal responsibility. That has been a very successful policy. That is the benefit of having such decisions made by those trained to examine organizations holistically rather than by lawyers.

COUNCILMAN REESE stressed that his personal priorities include working with the Judges, Metro and City Attorney to clean up downtown. It is time to start using free jail beds for repeat offenders and that will require the assistance of that team in order to bring redevelopment downtown.

COUNCILMAN MACK confirmed with MR. GRONQUIST that the demand at the counter has not been reduced by the on-line service or by the Parking Citation Division. He could not support a four-day work week given the demand being described. It would appear that expanded hours or more staff might address the pressure. MR. GRONQUIST explained that it would provide for four longer days, extending the hours earlier or later during the day.

COUNCILMAN MACK requested a briefing on the conversation with the Public Defender. CITY ATTORNEY JERBIC advised that the City is looking to supply legal representation for indigents through an outside source rather than utilizing the Public Defender's office. Any change must be thoroughly researched and carefully planned in order to make a smooth transition and realize a tax savings. MR. GRONQUIST stressed that the Public Defender's office has provided a high quality service to date. MAYOR GOODMAN concurred that there is a fine line in balancing cost versus quality of service. Decisions involving citizens' rights must be carefully explored.

11:00
(1-2088)

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CITY MANAGER VALENTINE presented Director SHARON SEGERBLOM of Neighborhood Services. MS. SEGERBLOM advised that her Department's mission is to enhance the livability of neighborhoods by linking City services with residents. The City has lead the Valley in quality of life issues. Henderson, Clark County and North Las Vegas all followed the City's lead in forming neighborhood service components. Within the City, the high regard for public service has resulted in over 300 private/public partnerships with such entities and groups as Housing and Urban Development, Department of Justice, neighborhood association, Metro, State of Nevada, small business corporations and resident leaders.

Neighborhood Services reflected the diversity of the community served and addresses complex concerns and needs as a result of direction from the Council. The needs addressed include affordable housing, housing rehabilitation, opportunities for community youth, partnerships between the City and neighborhood citizens, mitigation of blight through cleanup efforts, abatement of dangerous and abandoned buildings and acting as ombudsman role to provide requested services. The four divisions work closely in concert.

Goals and strategies are driven by the City's Strategic Plan. These includes revitalizing the City's central core and stabilizing older neighborhoods, increasing affordable housing and mitigating blight. A big part of the Department is seeking funding opportunities and administrating program funding. As a result of these funding resources, her Department is constantly under outside audit to comply with funding standards. Last year, the City allocated and managed over \$7 million just in grant money. Annual action plans and consolidated performance evaluation reports are required. In addition to the grant money, Neighborhood Services has supervised the expenditure and allocation of over \$83 million in federal and state funds since its formation five years ago. That amount does not include Redevelopment Agency funds or bonds which would reach over \$100 million over the five years.

Her staff continues to identify opportunities to recover costs in order to be more fiscally responsible. Parking enforcement and issuance of citations for vehicles parked in the right-of-way and on vacant lots. This is necessary to cleanup neighborhoods. Within the first three weeks, over \$10,000 in citations had been issued. It is anticipated to reach between \$20,000 to \$40,000 per month. This allows people in the field to immediately address a situation. This is yet another example of inter-departmental cooperation. She recommended that the City follow a trend for cost-recovery for return inspections. Staff is always looking at other entities for beneficial and successful ordinances and policies. MS. SEGERBLOM stressed that individuals calling her Department get a person and not voice mail.

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COUNCILMAN REESE discussed with MS. SEGERBLOM the prevalence of shopping carts within his Ward. MS. SEGERBLOM assured him that staff is out daily regarding these carts. COUNCILMAN McDONALD explained that the shopping cart ordinance originally introduced six months ago which has been successful in Los Angeles will apparently not work in Las Vegas. Other options are being explored using the Wal-Mart at Charleston and Decatur as a test case. For the older neighborhoods, another plan will have to be devised. COUNCILMAN MACK added that another meeting is scheduled soon and that a number of shopping centers have come forward to work as part of the team to address the problem. The bottomline is cart collection is not worth it for these large corporations. It is anticipated that a plan will be presented to the Council within the next two months. MS. SEGERBLOM concurred that the problem with the California organization was that Clark County wanted to use the City yards to store the carts and the potential cost to the City. In the short term, Rapid Response is being very methodical in addressing this safety issue in a grid fashion.

COUNCILMAN MACK complimented the Department for the job they do, but there are two areas of concern. The urban core area and newer areas under development require greater attention. The four neighborhood cleanups from last year in his Ward were successful, but there is a greater need in the urban core. Further, he has been working with PAM HINES regarding tightening up on street vendors and garage sales. The Summerlin area has private CC&R requirements as well with which the City may become involved. This too is a safety issue. MS. SEGERBLOM pointed out that there have been six recent deaths as a result of food sold by street vendors in California. With regard to yard sales, there are people who are professional operators. It is difficult to track, but needs to be controlled.

COUNCILWOMAN McDONALD verified with MS. SEGERBLOM that 15% of Block Grant dollars would be allocated to Leisure Services projects and congratulated staff for remembering the City when attempting to meet goals established by the Council. There are great, dedicated individuals serving on the Community Development Recommending Board who have had a difficult time understanding the roles of Leisure Services and Neighborhood Services with regard to disadvantaged children and similar programs. The City is one of the last entities to begin utilizing grant money to fund appropriate ongoing programs.

COUNCILWOMAN McDONALD requested that federal home dollars be targeted toward the needs of senior and veteran service housing where the trend reflects a growing demand. MS. SEGERBLOM assured the Councilwoman that her Department will stress that pressing need with the Community Development Recommending Board. The yearly plans are reviewed with the community every year in order to be responsive to trends.

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COUNCILMAN WEEKLY commented that as new appointments are to be made to the Board, priorities of the Council from this workshop should be shared with the newly appointed or reappointed members. That will allow the Board to be more responsive as well.

11:22

(1-3174/2-1)

CITY MANAGER VALENTINE introduced the last presenter for the morning, Director of Public Works, RICHARD GOECKE. MR. GOECKE explained that the mission statement is to deal with the design and construction of infrastructure as well the treatment of wastewater and issues of reclaimed water.

Core services include engineering, engineering integration for architectural projects, traffic engineering involving the movement of people about the City, central operator for the area-wide traffic system and environmental division dealing with waste water and reuse.

Goals include constant implementation of the Regional Transportation Commission's master plan, implementation of Regional Flood Control plan, expanding use of reclaimed water and operation of the waste water treatment plant. Public Works is involved in various traffic expansion plans and other projects such as the Lewis Corridor Beautification Project. It functions in connection with the third-party inspection program. Lastly, his staff is involved in the approval and implementation of the park permit tracking and coordination programs.

COUNCILWOMAN McDONALD summarized comments by the Governor at the League of Cities conference regarding greater local control of State highways. It is his belief that that could be accomplished without new legislation pursuant to some type of interlocal agreement. She requested a status report on that suggestion. MR. GOECKE indicated that his discussions with GENE LAYTON, in charge of the program in Clark County, reflect an issue with the change of Summerlin Parkway and other local streets. It is anticipated that something will be brought before the Council within 30 days regarding such an exchange. The Council and Nevada Department of Transportation will each have to approve a resolution authorizing the exchange. Without Council action, the plan cannot move forward. It would be his thought that the City would take over Main Street prior to the monorail project being in place and then work all the way through the system.

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MAYOR GOODMAN confirmed that a bill draft was dropped based on the opinion of the Governor that legislation was not required and his complete support for the concept. COUNCILMAN MACK described the quality working relationship between the City and TOM STEVENS, Director of the Department of Transportation. MR. STEVENS and his assistant SUSIE MARTINOVISH have been very helpful with Ann Road and other local roads. With the assistance of MR. GOECKE and his staff, Grand Teton and Horse have been opened up. The good dialogue needs to continue as to which streets need to be taken back or given over. The communication between City, State and residents on US95 and sound walls needs to be full and constant.

MAYOR GOODMAN pointed out that the highways in the City are the ugliest in the United States. Something needs to be done to improve that. MR. GOECKE advised that UNLV and UNR are working with NDOT on a beautification plan with the first phase off I-15 near the Spaghetti Bowl. COUNCILMAN MACK indicated that he and DEAN HELLER serve on the Committee overseeing the beautification of the highways. Funds have been given to UNLV and UNR to do a demonstration project in the Spaghetti Bowl which will be adjacent to the UP land the City is working to develop. There are also efforts to get private participation with the beautification efforts.

COUNCILMAN WEEKLY commented that the City obtained a \$424,000 grant through the efforts of BETSY FRETWELL, PATRICK SMITH, STACY ALLSBROOK and LARRY HAUGNESS to enhance the Jimmy Gate Park. There is a significant amount of construction due to drainage system installation. He requested a contact point for cleanup in relationship with this type of construction. MR. GOECKE assured the Councilman that he will raise the problem with the appropriate people. COUNCILMAN WEEKLY thanked MR. GOECKE for the efforts of Public Works to enhance and maintain older areas.

MAYOR GOODMAN confirmed with MR. GOECKE that some projects are posted with information to include anticipated completion dates. It would be a good idea to do so for all projects. COUNCILMAN MACK pointed out that constantly updated information is available on the City website.

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MR. HOLT indicated that he has already noted four City-wide goals. There are compelling arguments for varying priorities. However, priorities must be identified and adhered to or an entity begins cannibalizing itself. There are not enough resources to work without harmony, vision and inter-department cooperation.

??:??
(1-3174/2-1)

RECESSED: 11:52 a.m.

MAYOR GOODMAN requested that MR. HOLT restart the meeting. MR. HOLT recommended that the Council start initial discussions to outline a vision for the City prior to taking a break for lunch. First the elected officials must agree on a vision from which the essential six to eight priorities will flow. Strategic planning will always fail when it addresses too many priorities. During this session, while working toward the priorities, MR. HOLT requested the Council think in terms of yours, mine and ours and a one to two year implementation. This type of focus will create a work picture for the future and allow staff to be responsive as issue arise down the road. A vision should be able to create a mental image with just a sentence or two. The vision should not be tied to a timeline or a plan cannot adapt as it must for rapid changes. Plans can be projected out decades, but those provide data upon which decisions are made. MR. HOLT reviewed vision statements for other entities to identify the positive and negative aspects in order to create the best possible vision statement for this City.

Based upon the procedure described above, MR. HOLT worked with the Council members to create the vision as "A vibrant, affordable and diverse city of opportunity in which all citizens enjoy their neighborhoods, feel safe and know they will be heard. From this vision, twelve priorities were established as follows:

1. Maintain master planning approach as growth happens
2. Aggressively attract diverse businesses to the City regardless of geography
3. Resolve the escalating cost of running a city versus revenue capacity
4. Create and vitalize the central core for business, cultural, residential, recreational and educational

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5. Develop and support neighborhood integrity and liability
6. Development of recreational and leisure opportunities should be of an intergenerational nature
7. Revitalize and invigorate the mature areas
8. Integrate transportation initiatives with other jurisdictional planning efforts (Regional Transportation Commission, Federal, etc.)
9. Strengthen law enforcement presence
10. Strengthen affordable housing opportunities for seniors and veterans throughout the City
11. Strengthen the dialogue between the City and its citizens
12. Actively pursue and develop a legislative agenda that supports the City's priorities

RECESSED: 3:10 – 3:23 p.m., 3:44 – 3:50 p.m.

12:04(8/19/2001)/10:08 (8/20/2001)
(2-779/3-1/4-1/5-1)



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CITIZEN PARTICIPATION:

Items raised under this portion of the City Council Agenda cannot be deliberated or acted upon until the notice provisions of the Open Meeting Law have been met. If you wish to speak on a matter not listed on the agenda, please step up to the podium and clearly state your name and address. In consideration of others, avoid repetition, and limit your comments to no more than three (3) minutes. To ensure all persons equal opportunity to speak, each subject matter will be limited to ten (10) minutes.

None.

THE MEETING ADJOURNED AT AUGUST 20, 2001 at 12:13 P.M.

Respectfully submitted: _____
BEVERLY K. BRIDGES